

**Instructions for the Overall Management Component
(Managerial Actions and Competencies)
(Form C)**

The Overall Management component assesses how well the manager being rated manages the entire program and operations for which he/she is responsible. Benchmark behavioral descriptors are provided for each factor and sub factor on Form C. These behavioral descriptors correspond to “unsatisfactory,” “fully meets expectations” and “exceptional.” These benchmarks are scored 1, 3 and 5, respectively. Scores of 2 and 4 should be used if the managerial actions clearly fall between the next lower and higher benchmarks.

Each factor should be considered a core element of managerial work and is usually expected to be a part of every EMCP position. However, some factors usually have a greater significance than others and weighting the factors is appropriate. Generally, Customer Focus/Client Orientation, Developing a Successful Team/Managing Human Resources, and Budget Formulation/Fiscal Management are extremely important in all managerial jobs, and minimum weights of 20%, 20% and 15%, respectively, are recommended, but not required.

In addition, depending on the specific responsibilities of the manager and the organizational situation and current needs, individualized weights for individual managers are appropriate. All weights should be established based on the specific operational situation and needs.

Although this Overall Management Component covers the usual functions of a manager, specific objectives in some of these areas may also be established in the Results Component. For example, Developing a Successful Team/Managing Human Resources is one of the factors covered in this Overall Management Component. However, specific Objectives in the human resource area, such as reducing overtime or grievances, may be used as Objectives in the Results Component.

At the beginning of the Rating Period - Establish importance and weights

The Ratee should assess the overall needs and demands for management action to determine the priorities for each factor based on the kind of operations and the needs of the organization during the rating period. For example, Leading and Managing Change may be of little importance in a stable and effective program; in a program that is growing rapidly or requires major redirection, it may be highly important.

The Ratee’s proposed priorities/weights should be reflected in the “Weights” column of the Overall Management Component (Form A).

The total weights for all factors should equal 100.

The weights proposed by the Ratee should be reviewed by and discussed with the Rater. The Rater may adjust the weights, based on the needs and directions of the larger organization.^(a)

A copy of the form, showing the Weights assigned for the rating period should be retained. The Weight for the Overall Management component should also be established and posted on Form A. The recommended weight for Overall Management is at least 50%.

During the Rating Period – Monitor, discuss and adjust, as necessary

The weights for the factors in Overall Management may be modified during the rating period, if circumstances and priorities change.

If the Rater becomes aware of deficiencies in any of these areas, he/she should advise the Ratee at soon as possible and document the information in the Discussion Notes form, Form D.

^(a) If the Ratee does not agree with the final weights, a notation should be made on Form D “Discussion Notes”

At the end of the Rating Period – Assess actions taken during the rating period

- 1 The Ratee should perform a self-assessment and complete the rating form (Form C) at the end of the rating period
 - a. Review all of the behaviorally anchored statements on Form C for each factor. For each section, check the statements that best reflect the usual behavior of the Ratee during the Rating Period. If the statements/function are not applicable to the job or work situation, do not check any of the statements.
 - b. Assign the points for each Factor as follows:
 - 1 point Reflects unsatisfactory performance.
If the majority of the behaviors in the left column are checked and few or no behaviors in the other columns are checked.
 - 2 points Reflects performance that is neither Unsatisfactory nor Fully Meets Expectations, but midway between the two.
The majority of the checks are in the "2" point column (i.e., behaviors are 'better than' the descriptors in the "1" point column but do not match the descriptors in the "3" point column) or the checked behaviors are distributed between "1" and "3".
 - 3 points Reflects performance that fully meets expectations.
The majority of the checked behaviors are in the center column ("3" points) and any checkmarks above and below essential balance out.
 - 4 points Reflects performance that does not meet the standard for Exceptional but is significantly better than Fully Meets Expectations, i.e., is midway between the two.
The majority of the checks are in the "4" column (i.e., behaviors are better than the descriptors in the "3" point column but do not consistently match the descriptors in the "5" column) or the behaviors are evenly distributed between the "3" and "5" columns.
 - 5 points Reflects Exceptional performance.
All of the relevant behaviors in the right column are checked.
- 2 It is recommended that the Rater independently conduct a similar assessment.
- 3 The Rater and Ratee should discuss any differences of opinion on the proposed ratings. (See p. 30, Rater's Guidelines.)
- 4 The Rater will make a final decision on the appropriate points for each factor.
- 5 If the electronic version of the form is used, the required information on Form A will be completed as information is posted on C. If the electronic forms are not used, transfer the information to the Form A manually.

^(a) See p. 27 for special instructions if the Ratee does not agree with the ratings.